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STATEMENT OF PURPOSE, ACCOMPLISHMENTS AND PROGRAM OUTLOOK

Office of Personnel

1. STATEMENT OF PURPOSE

The Office of Personnel is responsible for the development and administration of an Agency-wide personnel program, including the formulation and recommendation of policies, regulations and standards; providing advice and assistance to administrative and operating officials on all matters of personnel administration; inspection, review and evaluation of all phases of personnel management activity in the Agency; conduct of research in the field of personnel management; supervision of the activities of the CIA Honor Awards Board; and for providing personnel services in support of the Agency's personnel program.

2. STATEMENT OF ACCOMPLISHMENTS

The more important accomplishments of the Office of Personnel during Fiscal Year 1954 were directed toward improvement and broadening of its services and strengthening the career service concept within the Agency.

In September 1953 the Office was reorganized along functional lines and physically relocated from several different buildings to its present location in Curle Hall. This reorganization, which would have been difficult to accomplish independently of the physical relocation, was directed toward improvement of services through better alignment of functions and greater standardization of methods and procedures. Savings in staff effort through these steps has made it possible to provide more extensive and efficient services as illustrated by the following program developments:

a. Personnel utilization activity has been expanded from primary concern with initial assignment of new personnel to a comprehensive and integrated in-service placement program. Placement Officers have established and are maintaining continuing close contacts with the various operating components and are providing advice and assistance to operating officials concerning the assignment and development of personnel at all stages. The effectiveness of this program has been considerably enhanced by the establishment of a uniform promotion policy for all Agency components, the increased availability of position information resulting from the accelerated position analysis program, and the establishment of the Career Service Board structure as a mechanism for coordinating personnel utilization activities at the operating level. Additionally, refinements and improvements in procedures for coding and recording qualifications data concerning applicants, employees, and consultants has facilitated the conduct of a positive program of in-service placement.

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b. The establishment of a centralized system for compiling and maintaining a variety of personnel statistical data has been of considerable use to Agency officials at all levels in carrying out their responsibilities in the field of personnel management. Operating officials are now furnished regular reports concerning the status of their respective areas with respect to strength, accession and separation rates, in-service changes, grade structure, factors causing separations, and a variety of other significant personnel data. Officials requiring overall Agency statistics of this nature, for use in personnel planning and other phases of administration, are furnished similar data concerning all components. Numerous special statistical reports are prepared to meet unusual requirements of various Agency officials.

c. Consolidation of the transactions and records activities has made it possible to streamline procedures and record-keeping operations so as to provide more effective service. Particular emphasis has been placed on the standardization and control of Office Personnel Folders, prompt and personalized handling of correspondence with applicants, and improved services to personnel departing for and returning from assignments overseas.

d. The variety and quality of employee services were significantly increased. Highlights in this area are in hospitalization and insurance benefits accorded or available to Agency personnel and establishment of procedures for handling emergency situations affecting Agency employees. Agency personnel assigned overseas are accorded substantially the same benefits as Foreign Service personnel in the payment of hospitalization and medical expenses resulting from illness or injury ^{incurred} during assignment overseas. A comprehensive insurance program including life, health and accident, hospitalization and air travel insurance is available through special arrangements with private underwriters. Services to employees in such areas as initial orientation and indoctrination, assistance in obtaining housing, participation in community fund campaigns and the Red Cross blood donor program, and personal counseling have also been improved.

e. Acceleration of a newly established integrated program of position analysis has been of great usefulness in improving services in all areas of personnel management. Activity in this area has concentrated on obtaining comprehensive coverage of all Agency positions and on developing informational materials to assist Agency officials in their participation in the program and in their use of the results. Classification surveys of entire organizational segments, supplemented by individual position audits, has greatly facilitated progress in this respect.

f. Compartmentalization of covert personnel services in a single unit within the Office of Personnel has insured the secure handling of such individuals in accordance with Agency policies applicable to covert personnel and has made it possible to increase the effectiveness of personnel services in this entire area.

Of special significance to the Agency's long-range objectives in personnel management has been the progress made in giving meaning and purpose to a concept of career service in the Agency. The activities of the CIA Career Service Board, established in June 1952, and of component Career Service Boards stimulated the interest of key officials in personnel management and provided a means for ironing out personnel policy issues at Agency level. Attention and intensive effort on the part of officials throughout the Agency has accomplished the development of a career program integrated into the Agency's total personnel program. The Office of Personnel has participated and contributed to these endeavors through the preparation of staff studies and special reports covering a variety of personnel topics and through representation in a number of special panels and working groups established by the CIA Career Service Board. In addition, the Office provided secretariat service to the CIA and component Career Service Boards and to the special panels and working groups. Significant accomplishments already realized as a result of these activities include the securing of Presidential approval for the National Security Medal, introduction of a system of Career Development Positions allowing more flexibility in training and on-the-job development of selected individuals, and completion of an Executive Inventory. Special task forces studying such subjects as legislative requirements and insurance benefits have prepared reports representing positive contributions to development of the Agency's personnel program.

3. STATEMENT OF PROGRAM OUTLOOK

Primary program emphasis during the next year or two will be directed toward fully implementing and supporting the recently approved career program and continuing to improve and broaden the services offered by the Office of Personnel. Specific program goals for accomplishing these objectives include the following:

a. Selection of members of the Career Staff. This activity calls for the development of appropriate criteria for membership and for the review and screening for suitability of approximately 8,000 individuals currently on duty who will meet the length of service requirements during the next year.

b. Administration of a broadened insurance program offering attractive benefits to the majority of Agency personnel.

c. Continued refinement of procedures to insure economical and effective operation within the Office.

d. Increased emphasis on the review and evaluation of personnel management activities in headquarters and in the field.

e. Establishment of a mobilization planning program for the development and preparation of sound manpower requirements in connection with the Agency's mobilization and war plans and the development of a CIA reserve program.

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ROUTING AND RECORD SHEET

INSTRUCTIONS: Officer designations should be used in the "TO" column. Under each comment a line should be drawn across sheet and each comment numbered to correspond with the number in the "TO" column. Each officer should initial (check mark insufficient) before further routing. This Routing and Record Sheet should be returned to Registry.

Executive Officer, Office of Personnel

NO.

DATE 30 AUG 1954

25X1A TO	ROOM NO.	DATE		OFFICER'S INITIALS	COMMENTS
		REC'D	FWD'D		
Historical Staff	221 Central				25X1A Per your recent conversation with [redacted], there are attached: (1) Draft of earlier historical statement; (2) Narrative material prepared for briefing General Clark's survey team; (3) Excerpt of Mr. Kirkpatrick's remarks summarizing history of the career service program. We are having copies made of previous budget justification statements describing accomplishments and will forward these to you as soon as possible. Please let us know if we can be of further assistance.
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